

WLMP NEWS

(formerly Soft Landing)



A Newsletter for the Wholesale Logistics Modernization Program Team

Contents

- 1** Ribbons Are Cut and Awards Presented at the New WLMP Sites
- 2** Getting Out of the House While Thinking Out of the Box
- 3** Paul J. Capelli WLMP Program Director
- 4** Kenneth W. Auck Site Manager, CSC St. Louis
- 5** Mary Mallott Director, Logistics Systems Support Office
- 6** Donald W. Stonecipher Site Manager, CSC Chambersburg
- 7** William F. O'Mara Director, Industrial Logistics System Office
- 8** The Supply Chain Solutions Help Desk Takes WLMP Into Account
- 8** WLMP Home Page Links
- 9** Two Passwords on WLMP?
- 10** The Science and Art of Change Management
- 11** Organizational Change at CSC



Ribbons Are Cut and Awards Presented at the New WLMP Sites

In Chambersburg, PA, on August 29 and in St. Louis on August 31, WLMP staff gathered to cut ribbons, present awards, and eat lunch to celebrate the openings of the two new CSC sites. Awards were presented to personnel who helped WLMP progress successfully from contract signing through the historic transition to status as a commercial enterprise.

Top WLMP staff attending included Program Director Paul Capelli and, for St. Louis, Team CSC Site Manager Ken Auck and U. S. AMC LSSO Director Mary Mallott; for Chambersburg, Team CSC Site Manager Don Stonecipher and U. S. AMC ILSO Director Bud O'Mara. Acting as host was Supply Chain

Solutions Business Development Vice President Mike Gaffney.

Welcoming speeches and the presentation of awards were followed by a luncheon served in Chambersburg outdoors under tents and threatening skies, and in St. Louis in an air-conditioned auditorium against the 100-degree outdoor temperature. Certificates presented to the awardees were "for exemplary support of the Wholesale Logistics Modernization Program Transition, December 1999 - July 2000" and were signed by the Director of the Transition and Sustainment effort Gordon Thomas as well as Deputy WLMP Director Robert Szydlo and SCS Vice President and General Manager Jeff Plotnick.

Ribbons Are Cut and Awards Presented at the New WLMP Sites

Continued

The following people from Chambersburg received awards of appreciation:

Alice Plasterer	Blaine Smith
Melinda Finucane	Bill Elhadj
Brigitte Arnold	Carroll Perry
Dennis Miller	Edmund Daley
Jackie Carson	Joyce Yeager
Lynn Byers	Pat Sansone
Paul Dalman	Roy Widder
William O'Mara	Terry Brunick
Susan Schreitmüller	

The following people from St. Louis received awards:

Billie Pantazis	Bob Ransom
Bob Savacool	Carol Hercules
Dick Hill	Ken Auck
Donna Wagster	Mary Mallott
Rose Dowgiallo	Steve Sedor
Maureen McNeill	

In addition to awardees at the two new sites, 19 AMC/CECOM/LAISO-based employees received or

will be receiving outstanding achievement awards at an October Sustainment and Migration IPT meeting:

William Albers	Bob Baron
Andy O'Rourke	Bob Schmitt
Carol Craft	Cathy Fisher
Cpt. Robert Paschall	Tom Carroll
Dennis Rutkowski	Gail Vidsens
Jack Robertson	Jim Bradley
Jim Clarke	Michael Neeb
Sandra Dawson	Rick Uldrich
Vince Buonocore	Pat Thomas
Shirley Perkey	

A special luncheon was held on August 25 in the Moorestown, NJ, WLMP center to honor 31 Team CSC members based there who also made significant contributions. Another date is being reserved to honor 23 more CSC Corporate personnel who were important in making the transition happen. ♦

About WLMP News

WLMP News is a newsletter for WLMP outsourced employees. It is produced monthly in hardcopy and is available through the WLMP Web site. To submit suggestions for articles, please contact Barbara Groark via Lotus Notes, bgroark@csc.com, or bgroark@wlm.com

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Getting Out of the House While Thinking Out of the Box

Early in August, reporter George Cahlink of *Government Executive Magazine* visited the two sites at Chambersburg and St. Louis. George talked with the two sets of site managers and directors and their deputies about the history of the LSSC and ILSC, the current mission of the LSSO and ILSO, the outsourcing of the two organizations, and how these offices are currently operating. He then interviewed sev-

eral "ordinary citizens" for an update on employee attitudes under WLMP and Team CSC. The following are some excerpts from those citizens in St. Louis, who show a high degree of serious interest in their situation and their future. These people are enthusiastic about modernization. Look for the complete article in the September issue of *Government Executive Magazine* (www.govexec.com).

- **Question:** Have you noticed any changes since CSC came on board?
- **Employee John McGrail of St. Louis:** For the first time in many years, each of us has the opportunity for a new beginning, renewed enthusiasm, professional growth and financial reward. This is in sharp contrast to the negative effects each of us has

Getting Out of the House While Thinking Out of the Box

Continued

suffered over the last decade of continuous downsizing.

- **Question:** How do you feel about working for CSC as a company?
- **Employee Mary Ann Klosterman:** My initial reaction to CSC was positive due to the meeting that CSC hosted here in St. Louis back in the October 1999 time frame. During that briefing, we received information regarding CSC as a company as well as the type of soft landing benefits to be offered if CSC were to win the WLMP contract. One statement stands out in my mind: that CSC's finest asset was each of its employees. That gave me a feeling of hope that I would be an important resource to the company instead of just a number.
- **Question:** Was the soft landing effective in your case?
- **Employee Bob Eufinger of St. Louis:** Yes, it was. I was eligible for a reduced-annuity Discontinued Service Retirement, so I am able to draw on my retirement now. Investing my retirement annuity, plus the 401K Matched Asset Plan with CSC, should provide a decent income when I really retire.
- **Question:** Can we replace CCSS/SDS with commercial best practices in three years?
- **McGrail:** Sure, provided Army remains a full partner in the process. CSC can't do it alone. There's a lot of resistance in the

(civilian logistician) trenches. To succeed with WLMP, AMC needs to mobilize its logistics folks to fully support this effort. That support will need to come from the highest levels. Up until now, that kind of support has certainly been there; otherwise we wouldn't be where we are today. Through strong partnering efforts of Army and CSC, WLMP will succeed. Failure is not an option. There's no turning back.

- **Question:** Are you comfortable with the modernization effort under WLMP?
- **Eufinger:** More than I was initially. Most large-scale modernization efforts involving information systems fail, at least in their first attempts. Previous large-scale efforts in the Army failed as well. Many folks did not believe this effort would succeed. However, as this effort progresses, it gains momentum and as it succeeds in its initial steps, it gains the confidence of the Army. As organizations within the Army become confident in this progress and potential for success, they begin devoting more of their attention and dedicating more of their key personnel to support the effort. We are beginning already to see some of that shift in support for WLMP from the Army side.
- **McGrail:** Bryan and Sue Pape bring a fresh and different perspective to our organization.

Both are anxious to grow the business here in St. Louis. Sue has been especially supportive. Bryan is working hard to bring more discipline to the process, to improve configuration management practices, to build repeatable processes, and to move us to a level 3 Capability Maturity Model (CMM).

I had a lot to learn from the Papes. One day I sat in a meeting with Bryan and Sue on Workflow Process. Bryan held his ground and was able to negotiate with the customer in a way that we as Government folks never could, and never would.

- **Klosterman:** Recently a decision was made by CSC management to pay for the monthly parking for a number of disabled employees. I hope that this type of compassionate caring from CSC to our disabled employees can be transmitted into a "go the extra mile" attitude needed to support our country's greatest asset, which is and always has been LSSC's mission: the soldier in the field.

The Chambersburg site has been featured in another online magazine targeting federal employees, *PlanetGov.Com* (www.planetgov.com). To read the article, go to the magazine's home page, and click on the link Looking for Past Articles? Then navigate to August 30, 2000, and the title "Goodbye, Government: Life After Outsourcing." ♦

Paul J. Capelli WLMP Program Director



Paul J. Capelli is the Program Director for the Army Materiel Command's Wholesale Logistics Modernization Program (WLMP). With over 20 years of Federal service, Paul brings to his current position the experience needed to serve as the Program Director for the sustainment and modernization of the Army's wholesale logistics business processes and supporting technology. He has been a user of CCSS and has supervised teams, branches, and divisions that have used the current system.

In his capacity as Deputy Director in CECOM's Directorate of Materiel Management, he began seeing the strategic direction the Army was taking relative to integrating the industrial base with Government business, embracing commercial business practices and evolving with the marketplace. Paul has stated: "CCSS has served the Army admirably in its day but the Army can no longer afford the expense and business inefficiencies given the alternatives presented to us by proven commercial supply chain solutions. WLMP is not only

embracing the strategic guidance coming out of Washington, it makes good business sense."

Paul spoke frankly when discussing the "soft landing" package extended to the displaced employees at the Central Design Activities. "Throughout the entire process leading up to award, never once was the 'soft landing' taken off the table. Everyone, from each member of my team, to Commanding Generals at all levels, to Congressmen and Senators, took this aspect of the program very seriously. All were adamant that our displaced employees get a fair shake for ensuring the readiness of our soldiers. We think the package extended by CSC is an excellent one," Capelli said.

As Program Director of WLMP, Paul realizes that the employees at both St. Louis and Chambersburg are as essential now as they were when they were Government employees. "Their hats may have changed from the public to private sector, but the reality of the situation is that these same folks are still the engine that gets the job done." As we migrate to the new modernized services, Capelli sees opportunity: "I also think that the implementation of the modernized service provides these employees with the opportunity to learn some very real marketable skills."

During more than 20 years of public services, Mr. Capelli has received numerous awards and recognition,

including the "Top Federal 100" for 2000, the Department of the Army Superior Civilian Service Award, the Commander's Award for Civilian Service, and the CECOM Leadership Award. He is a graduate of the Logistics and Acquisition Management Program.

Paul J. Capelli received a Bachelor of Science degree in accounting from Albright College, Reading, PA, in 1978. He received his Master of Business Administration in Management from Fairleigh Dickinson University, Rutherford, NJ, in 1986.

Paul entered the federal service in 1979 as part of the Supply Intern Program at the Communications-Electronics Command, Fort Monmouth, NJ. Mr. Capelli worked as an Item Manager, ILS Manager, Branch Chief, Division Chief, Deputy Director in CECOM's Directorate of Materiel Management and the CSC/Avionics Directorate of the CECOM Logistics and Readiness Center. Mr. Capelli served as the Deputy Director of the CCS/Avionics Directorate in CECOM's Logistics and Readiness Center before moving to his position for WLMP.

Mr. Capelli, his wife, Pat, and their children, Kate and Candice, live in Toms River, NJ. ♦

Kenneth W. Auck Site Manager, CSC St. Louis

“A book about my career might be entitled ‘From PCs (punch cards) to PCs (personal computers) and Everything In Between.’”



Ken Auck, an employee of Metters Industries, is the Team CSC St. Louis WLMP Site Manager. Mr. Auck has participated in the total WLMP process from its inception in the pre-proposal stage to the present. Previous to his current position, he was the Metters Industries Program Manager in the St. Louis region supporting what was then the U. S. Army Materiel Command's Logistics Systems Support Center. He has been an enthusiastic proponent of the modernization effort for WLMP and throughout his career in civilian government service.

“A book about my career might be entitled ‘From PCs (punch cards) to PCs (personal computers) and Everything In Between,’” says Ken. He started out with three years of service in the U. S. Navy, followed by 34 years in government service (GS-7

to GS-15) specializing in information technology. He retired from government service in 1993 as Director of Information Management at the U. S. Army Aviation Command.

He was one of the original developers of the Commodity Command Standard System (CCSS) during the 1960s and helped install the first version in 1971. He was a prime developer and user of the CCSS at the Aviation Command.

“I could bore people for hours on the history of information technology and CCSS over the past 40 years. I'm not sentimental, though, about ‘my baby’ [the CCSS] and look forward to its being fully modernized for the 21st century.”

This September, Ken and his wife Rose Marie celebrate their fortieth wedding anniversary. They have three married children and nine grandchildren, among whom are two sets of twins, girls age 10 and boys age 8. ♦

CSC – ST. LOUIS

Mary Mallott Director, Logistics Systems Support Office



Mary Mallott is the Director of the U. S. Army Materiel Command's Logistics Systems Support Office (LSSO) in St. Louis, MO. "I'm still settling into my new job," she says. "I am especially enjoying all the new people I've met working on the WLMP transition. We have a lot of challenges ahead, but with so many talented people working to make this a success, I'm sure we can do what's needed."

Mary was born and raised in Indiana, but has lived in the St. Louis area since she went there to college. She received a bachelor's degree from St. Louis University, went to work for the U. S. Army as a civilian Supply Intern shortly afterward, and has been working for the Army ever since.

In 1973, in a downsizing action at the Troop Support Command where she worked as an item manager, she took

an opportunity to move into what was then called data processing at the Automated Logistics Management Systems Activity (ALMSA), which was fielding CCSS. Through ALMSA's excellent training program, she was able to enter the Information Management career series and held many interesting positions ranging from hardware performance monitoring and tuning to systems analysis and programming, and even some teaching. ALMSA eventually evolved into the Logistics Systems Support Center (LSSC).

For several years before the WLMP transition, Mary was LSSC's Director for Information Technologies, responsible for all hardware and executive software for all platforms, technical CCSS software, and Release Management and third party testing of CCSS.

Mary lives with her husband and two daughters in Collinsville, IL, about 15 minutes from downtown St. Louis.

Her life outside of LSSO also includes as much golf, fishing, gardening, and novel-reading as possible. ♦

"We have a lot of challenges ahead, but with so many talented people working to make this a success, I'm sure we can do what's needed."

U . S . A R M Y — S T . L O U I S

Donald W. Stonecipher Site Manager, CSC Chambersburg



*“Customer Satisfaction
is our No. 1 Priority
for the sustainment
actions that we
accomplish.”*

Donald W. Stonecipher is the Team CSC Site Manager of CSC Chambersburg, one of the two CSC units supporting the Sustainment Services portion of the WLMP. His organization in Chambersburg employs about 200 information technology professionals, which include Subject Matter Experts (SMEs) who provide business process consulting, analysis, and redesign for installation and production missions.

According to Mr. Stonecipher, “Customer Satisfaction is our No. 1 Priority for the sustainment actions that we accomplish. We are eager to do whatever is necessary to provide timely response to requests for products and services in support of the legacy systems.”

He continued, “The WLMP provides a strategy and opportunity to provide new products and services that will

allow the Logistics Community of the AMC to meet the goals of the Revolution in Military Logistics. We feel that the CSC Chambersburg site has the experience and skills that can be utilized to provide assistance on the WLMP.”

Before joining CSC, Mr. Stonecipher was employed by the U. S. Army Materiel Command at locations in Huntsville, AL, and Chambersburg, PA. He has more than 34 years’ experience in systems design, development, deployment, and sustainment. He also served in various Project Management roles related to business process reengineering and information technology reengineering.

Mr. Stonecipher holds a BSED degree in Chemistry from East Central State University. He tells *WLMP News* that his name originates from a town in Germany named for its fame as the home of stone polishers in the building trades. ♦

C S C — C H A M B E R S B U R G

William F. O'Mara Director, Industrial Logistics System Office



Mr. William (Bud) O'Mara is the Director of the Industrial Logistics System Office (ILSO) in Chambersburg. This office is a CECOM - Software Engineering Center (SEC) organization, and its mission is to support the WLMP initiative. Specifically, the mission is to participate in the integration, coordination, and execution of WLMP as well as to provide technical advice and expertise to the WLMP and ensure that government interests are protected throughout the sustainment and modernization efforts.

The ILSO organization is staffed with information technology (IT) professionals knowledgeable in the Army's Business Process and the Standard Army System (SDS). Mr. O'Mara is enthusiastic about his role for the new program. "The WLMP offers an

unparalleled opportunity to be part of the exciting technology that will enable AMC to revolutionize and modernize its business processes."

Before accepting his current position, Mr. O'Mara had more than 20 years of experience with the U. S. Army Materiel Command's Central Design Activity (CDA) known as Industrial Logistics Systems Center (ILSC). Mr. O'Mara held several positions in ILSC throughout his 20-year career including ILSC Director since 1996, Deputy Director for Technology, Deputy Director for Resources, and Deputy Director for Data Warehousing.

Before joining AMC, Mr. O'Mara was an Internal Revenue Agent with the Internal Revenue Service (IRS). He graduated cum laude from La Salle College in Philadelphia with a Bachelor of Science (BS) in Accounting.

He is an active licensed Certified Public Accountant (CPA) in the State of Pennsylvania and is a member of the American Institute of Certified Public Accountants. He is a past professor of Accounting at Harrisburg Community College and career program manager for the Army's Comptroller Career Program. ♦

"The WLMP offers an unparalleled opportunity to be part of the exciting technology that will enable AMC to revolutionize and modernize its business processes."

U . S . A R M Y — C H A M B E R S B U R G

The Supply Chain Solutions Help Desk Takes WLMP Into Account

The WLMP portal team is only in the initial stages of setting up the collaborative portal work environment (www.wlmp.com), but the WLMP Help Desk is in place to receive questions about any problems that may occur. The Help Desk staff is prepared to receive reports of whatever trouble a user may be having in employing a new portal account, from the resetting of a password to how to upload a file to the work environment.

The WLMP portal consists of two main parts, divided by security considerations. The “brochure” side does not require a password and contains links and information that are open to the general public on the Internet.



Help Desk staff Michele Molins, Dawn McIlwaine, and Jennifer Burrichter are supported by expert System Administrators.

The password-protected, personalized work environment, labeled “My WLMP” and called by some the CITIS (Contractor Integrated Technical Information Services), will initially be used only by Integrated Product Team (IPT) members as a

Web-based knowledge repository, internal review space, and distribution forum for documents required by the WLMP contract. The portal houses applications (or portlets) such as electronic conferencing, e-mail, computer-based training, and linking to other Web sites.

My WLMP will eventually be the e-business location for the modernized wholesale logistics processes being designed for the U. S. Army Materiel Command.

So the Help Desk is just getting started. Secure accounts for the right people for the right degree of privilege (read or write permission) need to be held under strict control, according to Help Desk Manager Crystal Reid.

WLMP Home Page Links

The WLMP portal home page “brochure side” contains links to related Web sites in several places. No password is required to access them:

- Under the link [Team WLMP](#), you will find the logos and brief descriptions of the corporate partners with CSC and the U. S. Army Materiel Command as well as links to their own corporate Web sites.
- Under [Links](#), you will find access to U. S. AMC-related government Web sites, such as Department of Defense, GCSS-Army, and Soldiers Online magazine. Included are the renovated ILSO site for Chambersburg and the LSSO site for St. Louis.
- The [Travel](#) link accesses links to five sites giving helpful directions, hotel and restaurant listings, and weather for travelers to CSC Chamberburg, CSC St. Louis, CSC Moorestown, CSC Falls Church, and CECOM Fort Monmouth, NJ.
- Under the [PM WLMP Calendar link](#), you will find listed all meetings pertinent to WLMP and the Program Management Office.

Hint: In the Calendar window, notice across the top the buttons labeled 1, 7, and 31. These stand for daily, weekly, and monthly views. The default view is daily, but click on the weekly or monthly view button for easier reading.

- Under the Training Calendar (coming soon), all St. Louis and Chambersburg employee training events are listed. This calendar lists CSC-specific training as well as WLMP-specific training.

Hint: Again, click on the 7 or 31 button for easier calendar viewing.

The Supply Chain Solutions Help Desk Takes WLMP Into Account

Continued



SCS Help Desk personnel in Marlton, NJ, receive and track service requests by phone and e-mail.

“We’ve been given user lists from the WLMP points of contact from the two sites, and we are gradually building the accounts,” she says. “People may call us to request a WLMP account. We verify the names against our current users so as not to duplicate accounts.” A staff of two or three system administrators at each site will receive dispatches from the Help Desk when needed.

The user accounts are being created according to IPT membership. The Program Governance and Modernization IPT groups are complete. The Sustainment and Migration IPT group, the largest, is in process,

and the Management IPT will be completed by the end of September.

IPT members are gradually being trained and beginning to use the portal for the contractually required work they do. Several IT Modernization Working Groups are in full and successful swing in the new environment, including the Quick Hits, Material Maintenance, and ERP Package Evaluation and Selection teams.

Eventually, 238 users will be on board from St. Louis and 195 users from the Chambersburg site in addition to those from the Moorestown/Marlton, NJ, center. ♦

Get in touch with the SCS Help Desk by phone at 1-888-234-7030 or through the Site Support/Online Support Request Form links from the WLMP portal home page.

For all personnel issues, remember to use that other Help Desk, the Transition Support Services Center’s HelpLink. Contacts are as follows:

Phone: 888.CSC.0070 (The quick-access code is 322.)

Fax: 817.762.8816

E-mail: transition_support_center@cscmail.csc.com

Two Passwords on WLMP?

When receiving a WLMP account with your user name and password, remember to change your password in two places:

1. First, login to the **My WLMP** desktop at the home page entry fields and change your initial password at the **User Profile** portlet (icon at the top of the window).
2. Second is **WLMP Mail**, accessed either on home page link or inside My WLMP at the **WLMP Mail** portlet. When you change your password at **User Profile** (1.), the mail password remains unaffected, and you have to re-login. Once you get into the WLMP Mail window using the initial “changeme” password, you can change the Mail password at the left panel **Options** icon.
3. When you click on the **Options** icon, a page displays several options that can be chosen. At the bottom of the page is the button **Change Password**. Click on that button for the dialog box allowing you to change your **WLMP Mail** password.

Learn More

More tips for new users of My WLMP are available both at the brochure side Site Support link and inside the secure area under the Public/Training folder. Included are some My WLMP-specific vocabulary definitions, instructions on how to upload and publish documents, how to set up permissions for access by groups or individuals, and tips on displaying information about a file. ♦

The Science and Art of Change Management

by W. Kleinbrook

One of the most frequent topics discussed in this newsletter is the current business scene, particularly as it has been shaped by the Internet and e-commerce. This has created an environment where the sheer volume of information to be understood and processed is often overwhelming, the speed of communication exceeds the speed at which it can be deliberated, and customers have come to expect a degree of responsiveness unknown a generation ago.

This situation is especially true with the Department of Defense and its contractors because the technology of war, like that of medicine, is moving at light speed. This produces a design and contracting environment where weapons systems at the beginning of their development cycle will be using technology in their production versions that hasn't been invented yet.

In such a chaotic business scene we have to wonder how employees can maintain their cutting edge and be consistently competitive. The underlying question is: How can managers lessen the destabilizing effects of the modern, high-tech work scene and help their subordinates succeed? The answer lies in the business administration subdiscipline called Change Management (also called Organization Change), a concept that has developed and matured during the past 20 years.

Change Management can be defined as the development, delivery, execution, and proactive leadership of a

change strategy and plan to drive visible and constant change within an organization, and enabling it to achieve its desired state. Change can affect basic employee work patterns - work patterns that have become routine and ingrained in an employee's work environment. Experience has demonstrated that change can be disruptive. Most changes - even desirable changes - if not carefully managed cause temporary disruptions in productivity. An effective change management plan, however, minimizes the length and depth of disruption. It helps people make a smoother transition from the "current state" to a "desired state" by addressing communications, training, and personnel issues at all levels of the organization.

Business units face two kinds of change in their day-to-day operations, each of which requires different handling.

CSC's recent switch from the Deltak automated accounting system to Costpoint is a good example of deliberate, controlled, internal change: We all knew months ahead of time that a change in reporting our hours was coming, we all had adequate preparation time, we had extensive "how to do it" information through a variety of sources, and skilled personnel were in place at the right time to help us through the change. The actual changeover was practically seamless.

When changes in procedures or applications can be managed that well, the whole process becomes almost transparent to the work force. As with Costpoint, the "cutover" frequently

goes so well that attention is never diverted from the primary business goal, and those involved see the whole change as so minor that they frequently forget about it within a few weeks or months. Later, if someone should recall it, the answer is frequently, "Oh, that? That doesn't deserve to be included in our accomplishments this year. We didn't have to work at it at all." And someone usually closes the conversation with, "Now, why can't all changes be done that easily?"

It is "the other kind of change" that brings the problems. From an employee's point of view, these are often unforeseen, perhaps unpredictable changes. They can result from external, uncontrollable conditions: new legislation, the bankruptcy of a competitor, abrupt changes in the business cycle, natural events like earthquakes or hurricanes, technological breakthroughs or setbacks, the purchase of the business unit by another company. However, they increasingly occur as a result of careful, deliberate internal decision-making: radically new business strategies, dramatic reengineering efforts, our acquisition of a major new business unit. These events, which are normal to the business cycle, are sure to create disruption, inconvenience, high stress levels, and perhaps even the slowing or stopping of profit-producing activities while the details of the transition are worked out.

The skills needed are so important, that many companies employ experts in managing change as full time sup-

The Science and Art of Change Management

Continued

port staffers. For smaller firms, outside consultants can be contracted to see them through particularly difficult changes.

As a successful enterprise in the constantly changing high-tech marketplace, CSC has long understood the importance of helping its employees manage, and profit from the necessity of making quick, responsive changes to its business processes on short, or no notice. The Wholesale Logistics Modernization Program is an enterprise created from the Department of Defense's decision to implement far-reaching changes in its methods of providing logistics support to its operational units. Because of this, the WLMP structure features an Organizational Change Working Group, which has been created to address

... the human side of change in the areas of communications, skills and capabilities, training and education, organizational design and team structures, and leadership that enable and support the implementation of new processes and technology.¹

The Organizational Change Working Group, under the WLMP Modernization IPT, is additionally concerned with providing recommendations on the problem-solving activities of other WLMP working groups as they look at new ways of doing business. As CSC employees build on the strong foundation they have laid for WLMP, the OC Team will assume increasing importance in defining and

Organizational Change at CSC

The CatalystSM Methodology Addresses the Human Side of Change

CSC identifies seven areas that are vital to conducting accelerated organizational change, as presented in the figure.

These Seven Drivers of Accelerated Organizational Change are integrated with the CatalystSM methodology to provide a basis for CSC business change solutions.

CSC's Organization Change Community is currently featured on the csc.com Web site under the links Solutions/Knowledge Management/Knowledge Communities/ Featured Community.



- Leadership
- Commitment
- Communication
- Capabilities
- Structure
- Performance
- Culture

implementing the workplace changes that will be demanded by this logistic support program.

One of the most unsettling things about organizational change in business units is that it is constant. It must not be thought of as an individual goal: "We must change our procedures, and after we're done, it will be business as usual again." If there is any goal to be sought, it is to change the personality of the entire organization so that it embraces mid-course corrections, last-minute reversals, and a constant stop-and-go work environment. In responding to such demanding conditions, the organization develops flexibility and builds its competitiveness.

Change is scary; change is intimidating; change may make you doubt yourself more than a little. Change also is necessary;

change is a fact of life; and change may be the best thing that could happen for you and your company.

By taking the necessary steps to build a nimble organization, you're preparing yourself in the best way possible to work with change. And, perhaps more importantly, you're developing the strategy to make change work for you.² ♦

¹ *Wholesale Logistics Modernization Program Change Management Team Charter*, an internal CSC document, 2000.

² Connor, Daryl R. "Building and Leading the Nimble Organization," reprinted from *Industry Week Growing Companies*, October 1998. Read at <http://www.odrinc.com/inter/news/iwgc.htm> ♦